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5. **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

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- Use (**ed.**) for one editor, and (**ed.s**) for multiple editors.
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BOOKS
- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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CONFERENCE PAPERS
- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES
- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES
- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES
- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

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A STUDY ON THE IMPACT OF SPIRITUALITY ON ORGANISATIONAL PERFORMANCE WITH SPECIAL REFERENCE TO ORGANIISATIONS IN SALEM CITY

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ABSTRACT

In 21th century, matters of God in organization, ethics and employee's spirituality in organizations are very important issues in the area of management and organizations. It is obvious spirituality in organizations has some points for organizations. Years ago people were wanted to put their spiritual existence behind the door before entering the workplace, but nowadays, separating work life from spiritual life reduces employees' morale and these two cannot be separate and people like being with their whole (physical, mental and spiritual) at their workplace. That is why; nowadays spirituality is being identified as an element in organization by researches. The available evidence from research shows that the employee's perception of spiritual elements increases organizational performance. This research aims at examining various spiritual beliefs and faiths of employees at work place. Considering this work as a basic research, this study has followed descriptive research design and adopted random sampling method to conduct personal interviews with the employees with a structured questionnaire prepared by the researcher. Various statistical tools like Chi-square, ANOVA, Frequency Analysis and Bivariate Correlation are applied to find out much more sensational results of the study.

KEYWORDS

Meaningful job profession – Organizational performance - Workplace Spirituality.

INTORODUCTION & REVIEW OF LITERATURE

Spirituality can refer to an ultimate or an alleged immaterial reality; an inner path enabling a person to discover the essence of his/her being; or the "deepest values and meanings by which people live." Spiritual practices, including meditation, prayer and contemplation, are intended to develop an individual's inner life; spiritual experience includes that of connectedness with a larger reality, yielding a more comprehensive self; with other individuals or the human community; with nature or the cosmos; or with the divine realm. Spirituality is often experienced as a source of inspiration or orientation in life. It can encompass belief in immaterial realities or experiences of the immanent or transcendent nature of the world.

Traditionally, many religions have regarded spirituality as an integral aspect of religious experience. Among other factors, declining membership of organized religions and the growth of secularism in the western world have given rise to a broader view of spirituality.

The term "spiritual" is now frequently used in contexts in which the term "religious" was formerly employed; compare James' 1902 lectures on the "Varieties of Religious Experience".

Secular spirituality emphasizes humanistic ideas on qualities such as love, compassion, patience, tolerance, forgiveness, contentment, responsibility, harmony, and a concern for others, aspects of life and human experience which go beyond a purely materialist view of the world, without necessarily accepting belief in a supernatural reality or divine being.

Spiritual practices such as mindfulness and meditation can be experienced as beneficial or even necessary for human fulfillment without any supernatural interpretation or explanation. Spirituality in this context may be a matter of nurturing thoughts, emotions, words and actions that are in harmony with a belief that everything in the universe is mutually dependent; this stance has much in common with some versions of Buddhist spirituality.

A modern definition is as follows: "Spirituality exists wherever we struggle with the issues of how our lives fit into the greater scheme of things. This is true when our questions never give way to specific answers or give rise to specific practices such as prayer or meditation.

We encounter spiritual issues every time we wonder where the universe comes from, why we are here, or what happens when we die. We also become spiritual when we become moved by values such as beauty, love, or creativity that seem to reveal a meaning or power beyond our visible world.

An idea or practice is "spiritual" when it reveals our personal desire to establish a felt-relationship with the deepest meanings or powers governing life. The psychology of religion uses a variety of metrics to measure spirituality.

In the late 19th century a Pakistani scholar Khwaja Shamsuddin Azeemi wrote of and taught about the science of Islamic spirituality, of which the best known form remains the Sufi tradition (famous through Rumi and Hafiz) in which a spiritual master or pir transmits spiritual discipline to students.

Building on both the Western esoteric tradition and theosophy, Rudolf Steiner and others in the anthroposophy tradition have attempted to apply systematic methodology to the study of spiritual phenomena, building upon ontological and epistemological questions that arose out of transcendental philosophy. This enterprise does not attempt to redefine natural science, but to explore inner experience – especially our thinking – with the same rigor that we apply to outer (sensory) experience.

OBJECTIVES OF THE STUDY

- To examine various spiritual beliefs and faiths of employees at work place.
- To analyze the applications of spirituality in workplace.
- To cite out the individual changes that happen within an employee via practicing spirituality at workplace.
- To understand the inter-relationship between spirituality and organizational results.
- To evaluate the values that spirituality gives to an employee and to an organization.

SCOPE OF THE STUDY

In the Current Scenario, Business has become modernized and the people have no time to do their religious duties. So, they prefer practicing the concept of spirituality in the workplace.

By doing so, every individual employee undergoes a series of internal changes that gets converted into a positive energy at the Organization. This benefits the Organization also.

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METHODOLOGY OF THE STUDY
RESEARCH DESIGN
Considering this work as a basic research, this study has followed **Descriptive Research Design.**
METHODS OF DATA COLLECTION
- The researcher had used a **STRUCTURED QUESTIONNAIRE** for obtaining the primary data for analysis.
- A questionnaire is a form prepared and distributed to secure responses to certain questions.
- It is a device for securing answers to questions by using a form, which the respondent fills by himselfherself.
- It is a systematic compilation of questions that are submitted to a sample of population from which information is desired.

SAMPLING METHOD
- **Random sampling** method is used in the research.
- The sample drawn will be typical of the whole, as it will represent all the different segments.
- The respondents are chosen purely on random basis.
- The researcher met the respondents individually at their work place and collected the primary data.

SOURCES OF DATA
- Primary data was collected by personal interviews with executives and workers, and the questionnaires prepared by the researcher.
- Secondary data were collected from books, journals and previous research studies.

LIMITATIONS OF THE STUDY
- Since the research was based only on the Salem city, the same results may not be generalized over the whole universe.
- As the topic is very vast and so does its constraints that make the report tough one to cover all area.
- Collection of data from the employees could be done only when they are in their workplace.

ANALYSIS & DISCUSSION

TABLE 1: SOCIO DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Socio Demographic Profile	Categories	No. of Respondents	Percentage
Gender	Male	96	64
	Female	54	36
Age	25 years and below	27	18
	26 - 35 years	32	22
	36 - 45 years	38	25
	Above 45 years	53	35
Marital Status	Married	119	80
	Single	29	19
	Divorced	2	1
Qualification	Diploma	14	9
	Under Graduate	93	62
	Post Graduate	40	27
	Doctorate	3	2
Designation	Entry Level	67	45
	Executive Level	45	30
	Manager Level	26	17
	Senior Level	12	8
Work Experience	2 years and below	67	45
	2 – 5 years	45	30
	5 – 10 years	26	17
	More than 10 years	12	8
Religious Faith	Hinduism	112	75
	Christianity	26	17
	Islamism	10	7
	Others	2	1

Source: Primary data

Inference

When the survey was conducted from the respondents out of which 64% were Male and only 36% were female. Most of the respondents were from the age above 45 and the least respondents were from the age 25 years and below. The respondents from whom the data was collected 80% were married, 19% were single and 1% was divorced. The respondents who were selected out of which 62% were under graduates and others were diploma, post graduates and the least among all with 2 % were doctorates.

The designation levels of the respondents were different out of which 45% were of entry level and the least respondents were from the senior level with only 8 %. The work experience of the respondents who respondent towards the survey out of which 45% had an experience for 2 years and below and the least respondents were with the experience for more than 10 years with only 8% and Among the respondents, most of the respondents were Hindu with 75 % and the least no. of respondents was from other religion with 1 % apart from Christianity and Islamism.

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TABLE 2

FACTORS	HIGHLY IMPORTANT	IMPORTANT	NEUTRAL	UNIMPORTANT	HIGHLY UNIMPORTANT	TOTAL
ROLE OF SPIRITUALITY IN PERSONAL LIFE	19 (13%)	91 (61%)	26 (17%)	10 (6%)	4 (3%)	150 (100%)
ROLE OF SPIRITUALITY IN WORK LIFE	42 (28%)	68 (45%)	17 (11%)	21 (14%)	2 (1%)	150 (100%)

Source: Primary data

Inference

From all the respondents 61% of them said that spirituality plays an important role in their Personal life and for 45% of them in their work life. In both the cases, very few of them cite out that spirituality is unimportant for their entire life.

TABLE 3

SPIRITUAL REMINDERS	FREQUENCY	PERCENTAGE
ART/PICTURES	63	42%
RELIGIOUS JEWELRY	9	6%
COMPUTER SCREENSAVER	62	42%
SPIRITUAL BOOKS	14	9%
OTHERS	2	1%
TOTAL	150	100%

Source: Primary data

Inference

Among the respondents 42 % of them thought that the spirituality can be depicted or reminded through art/pictures and many others view were through jewelry, computer screen saver, books and only 1 % view was it can be reminded through other ways.

TABLE 4

STATEMENTS	YES	NO	TOTAL
I PRAY / MEDITATE IN YOUR WORKPLACE	126 (84%)	24 (16%)	150 (100%)
I USED TO DISCUSS SPIRITUAL ISSUES WITH YOUR CO-WORKERS	140 (93%)	10 (7%)	150 (100%)
RELIGIOUS MUSIC INSPIRES / CALMS ME WHEN I AM AT JOB STRESS	90 (60%)	60 (40%)	150 (100%)

Source: Primary data

Inference

From the above table, we infer that 84 % of the respondents said that they pray / meditate at their work place and 16% disagreed with the same. 93% of the employees agree that they discuss spiritual issues at their work place while only 7% prefer not to do so. It can also be inferred that for 60% of the employees are inspired by the religious music while 40% of the employees are not inspired by it at the workplace.

TABLE 5

REASON	FREQUENCY	PERCENTAGE
TO BE ETHICAL	21	14%
TO ACHIEVE INTEGRITY	10	7%
TO PRACTICE ACTIVE LISTENING	12	8%
TO GET A POSITIVE ENERGY	74	49%
TO BE FAITHFUL TO WORK	33	22%
TOTAL	150	100%

Source: Primary data

Inference

From the above table we infer that 49% of the respondents feel that spirituality can bring a positive energy to the job while 7 % of them felt that it can help them achieve integrity.

TABLE 6

REASON	FREQUENCY	PERCENTAGE
IN SEARCHING OF TRUE NON VIOLENCE	58	39%
IN BEING FAITHFUL TO THE CONSCIENCE	23	15%
IN LIVING A PEACEFUL LIFE	31	21%
IN MAKING ETHICAL DECISIONS	22	15%
IN EMPHASIZING INTEGRITY	16	11%
TOTAL	150	100%

Source: Primary data

Inference

From the above table we infer that 39% of respondents are in search of true non violence while 11% are emphasizing integrity.

TABLE 7

FACTORS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
SPIRITUALITY HELPS IN MAINTAINING WORK LIFE BALANCE	49 (33%)	38 (25%)	23 (15%)	24 (16%)	16 (11%)	150 (100%)
WORKLIFE SPIRITUALITY INCREASES WORK ENGAGEMENT	53 (35)%	34 (23%)	21 (14%)	28 (19%)	14 (9%)	150 (100%)
SPIRITUAL INTERCONNECTIONS WITH JOB LEADS TO SELF ACTUALIZATION	64 (43%)	32 (21%)	12 (8%)	18 (12%)	24 (16%)	150 (100%)
WORKLIFE SPIRITUALITY IS ESSENTIAL FOR TAKING ETHICAL DECISIONS	62 (41%)	35 (23%)	24 (16%)	18 (12%)	11 (7%)	150 (100%)
SPIRITUALITY IN WORKPLACE HELPS FIRMS IN RETENTION OF EMPLOYEES	54 (36%)	43 (29%)	23 (15%)	24 (16%)	6 (4%)	150 (100%)
WORKLIFE SPIRITUALITY INCREASES FLEXIBILTY AND SELF RESPECT	44 (29%)	39 (26%)	36 (24%)	20 (13%)	11 (7%)	150 (100%)

Source: Primary data

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Inference

From the above chart, we infer that 33% of the employees strongly agree that spirituality helps in maintaining a perfect work-life whereas 11% of the employees do not agree the concept. 35% of the employees agree that spirituality increases the work engagement and only 9% disagree with the saying.

The maximum of 43% of employees strongly agree that spiritual interconnections with job increase self actualization whereas 16% of them strongly disagree with the concept. 41% of the employees strongly agree that spirituality enables them to take their decisions ethically whereas 7% of the employees strongly deny the same.

It can also be inferred that maximum no. of the employees accept that supporting spirituality in workplace helps the firm to retain its employees while only 4% of the employees strongly disagree with the query. 29% of the employees strongly accept that spiritual work life increases flexibility and self respect; whereas only 7% of the employees strongly disagree.

TABLE 8

ORGANIZATIONAL PERFORMANCE	FREQUENCY	PERCENTAGE
INCREASE IN SALES	16	11%
INCREASE IN PRODUCTIVITY	62	41%
INCREASE IN JOB SATISFACTION	43	29%
INCREASE IN CREATIVITY	20	13%
OTHERS	9	6%
TOTAL	150	100%

Source: Primary data

Inference

From the above table, we infer that 41% of the respondents prefer that increase in productivity can be considered as an index for measuring organizational performance and only 13 % of the employees prefer increase in creativity to be the index.

TABLE 9

ORGANIZATIONAL PERFORMANCE	FREQUENCY	PERCENTAGE
INCREASE IN SALES	16	11%
INCREASE IN PRODUCTIVITY	62	41%
INCREASE IN JOB SATISFACTION	43	29%
INCREASE IN CREATIVITY	20	13%
OTHERS	9	6%
TOTAL	150	100%

Source: Primary data

Inference

From the above table, we infer that 41% of the respondents prefer that increase in productivity can be considered as an index for measuring organizational performance and only 13 % of the employees prefer increase in creativity to be the index.

TABLE 10

REASONS	FREQUENCY	PERCENTAGE
Can realize one's full potential as a person	30	20%
Can give good quality service to others	34	23%
Can bring whole self to work	26	17%
Can do one's job in a satisfactory way	40	27%
Can drive the career towards life objective	20	13%
Total	150	100%

Source: Primary data

Inference

From the above table, it is inferred that Maximum 23% of the employees cited spirituality enables them to do their job in a satisfactory way whereas Minimum 13% of the employees feel that spirituality can drive their career towards life objective.

TABLE 11

REASONS	FREQUENCY	PERCENTAGE
Emphasizes sustainability	40	28%
Values contribution	29	19%
Cultivates inclusion	26	17%
Develops principles	29	19%
Promotes Vocation	26	17%
Total	150	100%

Source: Primary data

Inference

From the above table 28% of the respondents believe that work-life spirituality emphasizes sustainability and only 17% of them believe that it promotes vocation and cultivates inclusion.

FINDINGS

1. There is a significant relationship between the age of employees and their habitual manner of praying in the work place. (Chi – Square)
2. There is no significant relationship between the work experience of the employees and the application of spiritual practices to increase self work engagement. (ANOVA)
3. A spiritual practice at an organization highly increases flexibility and self respect among employees. (Bivariate Correlation)
4. Organizational performance gets boosted by practicing spirituality in work place. (Frequency Analysis).

SUGGESTIONS

Organizations can encourage or support spiritual practices at workplace to retain the employees. Worship halls can be separately built. Meditation exercises can be motivated. Related programmes can be organized.

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CONCLUSION

The way 'spirituality' is often used suggests that we exist solely as a collection of individuals, not as members of a religious community, and that religious life is merely a private journey. It is the religious expression of the ideology of free-market economics and of the radical 'disencumbered' individualism that idolized the choice-making individual as the prime reality in the world. The spirituality debate extends beyond business schools and cutting-edge corporate managers. Complications in clarifying the meaning of spirituality at work have arisen more recently with the blurring of religious beliefs and political leanings worldwide. Thus, every organization must consider and also differentiate religion and spirituality to encourage integrity and to achieve increased performance.

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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